Chapter 1 Introduction

1.1 Purpose of the Handbook

The purpose of this handbook is to provide Remedial Project Managers (RPMs) with an overview of the remedial design (RD) and remedial action (RA) processes. The handbook may be used by the entire range of RPMs—from those who have had little experience with RD or RA projects to those who have managed several. It should be most useful for Federal-lead sites where the Superfund is used to finance the RD or RA. The management principles outlined herein, however, apply generally to all lead sites.

The *RD/RA Handbook* focuses on how an RPM can use project management principles to implement effectively a selected remedy in accordance with the Record of Decision (ROD). It is not a conventional engineering manual, but rather a general reference document for issues that arise during the RD/RA process. Where additional EPA guidance exists on a topic, it is referenced at the end of the applicable section.

1.2 Overview of the Handbook

Chapter 2, "Project Management," and Chapter 3, "RD/RA Project Planning," introduce an RPM to basic engineering project management principles. Chapter 4, "Federal-Lead Remedial Design," and Chapter 5, "Federal-Lead Remedial Action," provide an overview of the RD and RA processes respectively, as they should occur in Federal-lead, Fund-financed sites. Chapters 4 and 5 also document procedures and suggest RPM actions for Federal-lead, Fund-financed sites. The appendices, an integral part of the *RD/RA Handbook*, contain additional reference material in support of the chapters.

Every effort has been made to make the *RD/RA Handbook* a user-friendly reference guide. The handbook is in notebook format with tabbed dividers so that revisions or updates to the chapters or appendices may be added or pages may be removed where appropriate. Tabbed dividers for state- and enforcement-lead and operations and maintenance guidance are included so that those documents may be added as developed.

The *RD/RA Handbook* will assist the RPM in negotiating and managing the challenges that arise during an RD or RA. It contains detailed information about the activities that RPMs perform and the tools that are available to make their job easier. One of the most important functions that any RPM must perform, however, is managing the complex professional relationships that are part of all RD/RA projects. A typical RPM works with EPA Regional staff, EPA Headquarters staff, United States Army Corps of Engineers (USACE) staff, Alternative Remedial Contracting Strategy (ARCS) or Response Action Contract (RAC) contractor staff, local community members, and representatives from the states. Although the *RD/RA Handbook* defines these relationships and provides guidance on encouraging communication among those who will influence the outcome of an RD/RA project, the RPM ultimately must decide how to manage the multiple individual and organizational relationships involved.